

COPPERAS COVE

Fire Department



Strategic Plan

2016-2021

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Organizational Background

The City of Copperas Cove is “The City Built for Family Living”. Neighbor to Fort Hood on the West, and centrally located in the heart of Texas on Highway 190 between IH-35 and scenic US-281, Copperas Cove is the largest city in Coryell County with more than 30,000 residents. The City of Copperas Cove’s government structure is the council-manager system. The municipal government consists of an elected mayor, and seven elected council members.

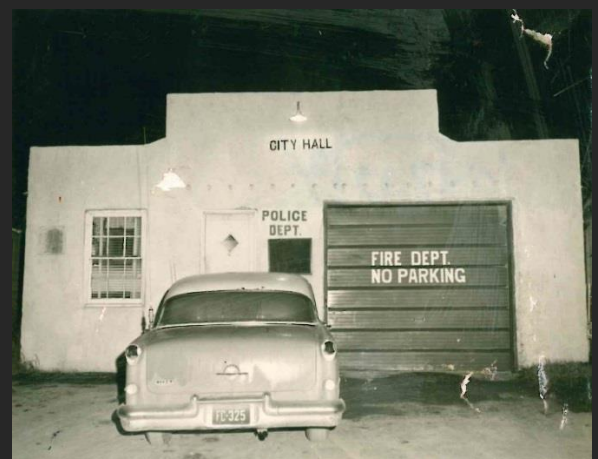
The Copperas Cove Fire Department was founded in 1947 as a volunteer organization which has evolved over the years into a fully paid, highly professional emergency services organization. The department provides both fire and EMS services to the citizens of Copperas Cove and to almost 90 square miles of southern Coryell County; averaging 350 emergency responses monthly. The CCFD provides progressive and high quality fire and emergency medical services utilizing a cadre of 48 full-time and sworn officers and one civilian.

Emergency responders are deployed from three fire stations with three engine companies, one ladder company, three brush truck companies, and three Mobile Intensive Care Unit capable ambulances. The Fire Department responds to over 4500 fire and EMS calls annually. In addition to these emergency responses, the department conducts hundreds of hours of continuing education, numerous community programs, fire safety inspections, fire and arson investigations, and plans review.

Our number one asset in delivering these services is the men and women that make up the Copperas Cove Fire Department. We demand a high level of professionalism and technical expertise in order to provide the quality of service we believe our citizens deserve. These services are based on applying our Pride Value: Professionalism, Respect, Integrity, Dedication, Excellent service.

Copperas Cove’s First Fire Station

- 1950



Organizational Chart



City of Copperas Cove Vision Statement

The Vision of the City of Copperas Cove is a military friendly and environmentally sensitive community with a high quality of life in a safe environment where people genuinely care about the City.

City of Copperas Cove Mission Statement

The Mission of the City of Copperas Cove is to provide excellent public services using revenues effectively to meet the needs of our diverse community.

Fire Department Mission Statement

The Mission of the Copperas Cove Fire Department is to protect and enhance the quality of life in the City Built for Family Living through a comprehensive program of services delivered by an excellent team directed towards providing education, prevention, and control in the areas of fire, rescue, medical emergencies, and disasters.

Fire Department Major Goals

- Provide the highest quality life safety actions.
- Maintain and increase staffing for efficient and effective customer service to the community.
- Maintain and enhance training in Fire, EMS, and Emergency Management.
- Maintain and enhance Fire Prevention and Investigations.

Executive Summary

The Copperas Cove Fire Department will continually strive to exceed our citizen's expectations working within a healthy, safe and innovative environment that enhances the professional and efficient delivery of emergency services. We will strive to be an organization providing community safety education and information, keen to anticipate, influence and embrace change.

The Copperas Cove Fire Department has developed this Strategic Plan to help us recognize and strive towards what the community expects from its Fire Department. Over the past few years, the Fire Department has had to make significant reductions in the organization. These reductions have presented difficult challenges in the delivery of services and programs to the community. Like many fire departments in our region, we continue to experience steadily increasing call loads which challenge our core program service delivery expectations.

In response, the Copperas Cove Fire Department must reassess its priorities through this strategic planning process. In today's difficult fiscal times, collaborative participation is more important than ever as we set strategic goals for the next five years. This Strategic Plan is a proactive tool that provides guidance in fulfilling our department's mission while maximizing efficiency. The purpose of this Strategic Plan is to provide direction to staff that will enable us to improve our service to the citizens of Copperas Cove and neighboring communities.

Each strategic initiative is a measurable objective that, when reached, will help the department meet its goals and enhance the City's service delivery. Each individual initiative details what can be accomplished to facilitate the end result (the best customer service). However defined each initiative is, it is a living management tool that evolves as the organization changes.

On behalf of the fire department, I would like to thank our elected officials, city management, the men and women of the department, and the citizens of this community for their continued support of the Fire Department. Together, we will ensure Copperas Cove will always be safe and will be "The City built for Family Living".

- **Michael Neujahr, Fire Chief**

SWOT Analysis

Current Strengths of the Department

- Professional and task-focused staff, driven towards customer service and life-safety
- An integral partner with the community and citizen groups
- Highly trained and educated staff
- Innovative and progressive fire service leader in the region

Current Weaknesses of the Department

- 37% of Firefighters with one year or less experience
- Unfunded positions creating understaffing
- Retention of Paramedics
- Lack of a succession plan for Administration

Current Opportunities for the Department

- Enhanced EMS technology (cardiac telemetry, cardiac monitoring)
- Development of refined physical fitness and testing program
- Development of community-based programs (car seats, community-based EMS)
- Fire Service Accreditation
- Increased ISO, PPC

Known and Anticipated Threats to the Department

- Decreased EMS revenue
- Increasing operational expenses
- Increased response demand
- Staffing downsizing, EMS outsourcing

Strategic Initiatives

Strategic Planning is a continuous process, one with no clear beginning and no clear end. While plans can be developed on a regular basis, it is the process of planning that is important, not the publication of the plan itself. Most importantly, strategic planning can be an opportunity to unify the City, leadership, members, and stakeholders through a common understanding of where the department is going, how everyone involved can work toward that common purpose, and how progress will measure success.

Goal #1: Provide the highest quality life safety actions.

Strategic Initiative 1.1 – Improve response times

- Evaluate and appropriately reassign response districts.
- Improve geographical and landmark knowledge.
- Fully staff all Fire Stations.
- Ensure vehicle and equipment readiness and serviceability.
- Continually evaluate and support Capital Improvement plans.

Strategic Initiative 1.2 – Increase cardiac “saves”

- Improve coordination with Catheterization (Cath) Lab teams with area hospitals.
- Implement cardiac monitor/defibrillator telemetry to Cath Lab teams.
- Fully develop a 360 degree feedback program for cardiac care.
- Ensure Advance Cardiac Life Support (ACLS) and Pediatric Advance Life Support (PALS) Certifications are current annually.

Strategic Initiative 1.3 – Provide unwavering leadership

- Provide clear direction and expectations.
- Keep subordinates informed.
- Empower employees.
- Maintain consistency and accountability of all departmental actions.

- Develop a Succession Plan and improve step-up training for employees.
- Review and update Standard Operating Procedures.
- “Lead from the front”.

Strategic initiative 1.4 – Enhance accuracy

- Enforce accurate reporting.
- Study trends, and response statistics.
- Forecast potential response needs.
- Mentor subordinates in communication skills.

Goal #2: Maintain and increase staffing for efficient and effective customer service to the community.

Strategic Initiative 2.1 – Improve recruiting

- Diversify recruiting medium.
- Evaluate and refine the testing and hiring process.
- Target certifiable candidates from training programs.
- Seek Federal funding options for additional personnel.

Strategic Initiative 2.2 – Improve retention

- Stabilize starting salaries with market adjustments.
- Review and promote dialogue during performance evaluations.
- Promote employee self-worth and value.
- Promote employee buy-in on the City’s vision.

Goal #3: Maintain and enhance training in Fire, EMS, and Emergency Management.

Strategic Initiative 3.1 – Enhance Fire training

- Utilize Fort Hood’s live fire training facility.
- Increase Company and Battalion fire scenario training.
- Conduct “Back to Basics” training.
- Review and update Standard Operating Procedures.
- Promote and encourage additional fire Certifications and higher Certification levels.

Strategic Initiative 3.2 – Enhance EMS training

- Increase Certification level appropriate skills training.
- Review and update Patient Care Protocols.
- Increase provider Certification/Licensure.
- Review and update Standard Operating Procedures.

Strategic Initiative 3.3 – Enhance Emergency Management training

- Increase public education and awareness.
- Promote training in National Incident Management System and Incident Command System.
- Conduct recurring table-top and full-scale exercises.
- Conduct training with other agencies.
- Review and updates Local, State, and Federal Laws, and Hazard Mitigation Action Plans.

Goal #4: Maintain and enhance Fire Prevention and Investigations.

Strategic Initiative 4.1 – Community partnerships

- Survey the city and identify hazards.
- Enhance and increase fire prevention education throughout the community.
- Conduct additional fire and life safety inspections.
- Adoption of 2015 International Fire Code.
- Promote economic development.

Strategic Initiative 4.2 – Enforcement

- Develop a comprehensive Field Training Program for new Arson Investigators.
- Utilize Shift personnel who are Fire Investigator Certified.
- Train Certified Fire Investigators to Arson Investigator standards (Police Academy).
- Stay abreast of current legislation.

Strategic Initiative 4.3 – Efficiency

- Fully implement paperless inspection reporting.
- Improve inspection scheduling.
- Review and update fee schedules.
- Employ additional Certified Fire Inspectors